

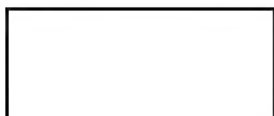
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**Confidential**



Annual Report  
of the  
DCI Management Advisory Group

Submitted to the Director of Central Intelligence, July 1975



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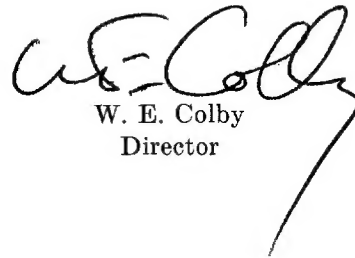
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22 August 1975

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science & Technology

SUBJECT: MAG Annual Report 1974-1975

On 19 August I met with the Management Advisory Group to review its 1974-1975 Annual Report. Several activities described therein are worthy of calling to your attention. Please distribute a copy of this report to your office heads and to your Directorate MAG. Sufficient copies are attached to accomplish this.

  
W. E. Colby  
Director

Attachment  
As Stated

Info Copies:  
1-DDCI  
1-D/DCI/IC  
1-D/DCI/NIO  
1-GC  
1-LC  
2-IG  
1-Asst/DCI  
14-MAG  
1-Comptroller  
1-D/EEO

This memo downgraded  
to ADMIN INTERNAL USE  
ONLY when removed from  
attachments.

1 August 1975

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Activities of the Management Advisory Group, June 1974-May 1975

1. The activities of the Management Advisory Group (MAG) during the past twelve months are summarized in this annual report. MAG has devoted a significant segment of each of its meetings to a discussion of the challenges confronting U.S. intelligence generally and the Agency in particular. Your recent public statements and your addresses to Agency employees have been central to these exchanges. The actions and activities in this report do not address these issues directly. It is difficult to portray for you even in a general way the outcomes of these discussions since comments and feelings have ranged widely—a flavor that has been captured in our periodic reports to you on morale within the Agency. We thought you should be made aware of the inevitable effect of this changed environment on the way the MAG functions. We are troubled by many things but we remain committed to the need for top-quality intelligence in our foreign policy process. We understand and support the general position of openness and cooperation that you have adopted. We hope that our future service to you will include the kind of foresight and concern that was duly and appropriately recorded by our not too distant predecessors.

2. During the past twelve months, MAG prepared a number of papers commenting on various practices or situations. Summaries of these papers, including any action taken by management in response to our recommendations, are given below.

A. *New Procedures for Evaluating Research Proposals.* MAG suggested new procedures, including

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a possible role for the CIA Management Committee, for evaluating research proposals. On 15 July 1974 the Management Committee approved the Comptroller's recommendation that the Management Committee ought not to become involved in reviewing and approving research contract proposals and that the problem should be handled by the offices concerned. (Tab A).

B. *Proposed Handbook on Agency Management Processes.* You asked MAG to review a paper written by the Comptroller's office, "CIA Management Processes" of 6 June 1974. MAG suggested that the draft, strengthened in several areas, broadened in scope, and given to more detail, would provide a basis for an Agency management handbook. Clarification of the goals and expectations of the new management processes via this handbook would more effectively enlist the employee support essential to a successful management program. MAG continues to endorse the need for this paper. (Tab B).

C. *DDI Management Staff's Paper on the Proposal for a New Film on the Agency.* MAG endorses the proposal for a new film, initially submitted by an employee to Mr. Thuermer, and developed some suggestions for inclusion in the production of a new film for public viewing to replace the now dated and narrowly focused "Need To Know." (Tab C).

D. *DDO Memoranda on Grades and Career Management of Agency Senior Secretaries.* MAG endorsed the DDO's recommendation that the static supervisor/secretary grade structure be changed and a separate career service for senior secretaries be established. The Management Committee has asked the Director of Personnel to review this subject with the DDO staff. (Tab D).

E. *Notifying All Employees on Matters of General Concern.* In this memo, MAG stressed the need for better and more regular communications between management and employees, with particular attention to the possible legislation to protect

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sources and methods. The subject of increased communication, we understand, has been discussed by you with your Deputy Directors on several occasions. We are also following with great interest your efforts to promote legislation to protect sources and methods. (Tab E).

F. *Agency Image*. Following a discussion with you, MAG prepared a paper in November 1974 concerning the Agency's image. The paper identified activities which we felt could be judiciously publicized and which would reflect credit on the professionalism and imagination of Agency personnel. This position was essentially endorsed by Mr. Thuermer in a subsequent memorandum. Taking into account our previous involvement, MAG was asked in May 1975 to review a study on the same subject which had been prepared for the Management Committee by the Center for the Study of Intelligence. MAG endorsed the conclusions and recommendations of this study and again suggested an expansion of Mr. Thuermer's staff as a means by which recommendations such as those of the Center might be most effectively carried out. The Management Committee addressed the subject of CIA Public Relations on 30 June 1975 and directed additional action to OTR's Center for the Study of Intelligence. (Tab F).

G. *Annual Personnel Plan and Personnel Development Program*. MAG felt that these programs were poorly understood by those for whom they were designed. We understand that you discussed this subject at a staff meeting on 4 February and requested that these plans be given greater exposure. We understand that you subsequently told your Deputies that affected employees should be consulted regarding the Personnel Development Program. We are pleased to see that various Directorate personnel handbooks make mention of these programs. (Tab G).

H. *Internal Communications: Proposed Newsletter and Support Bulletin*. In a memo of

24 January 1975, we suggested that an internal employee newsletter would be useful. We also suggested an updated Support bulletin with insurance, retirement and other financial information in one publication for ready reference by possible retirees and other employees. This memo, directed by you to the Management Committee, is on its pending agenda. (Tab H).

I. *Progress Report on "New Approaches to Personnel Management."* The original report to employees, "New Approaches to Personnel Management," was issued 14 April 1974. Partly in response to employee concerns voiced during the MAG publicity campaign, we asked for a progress report on this subject on 28 February 1975. We understand that an employee bulletin, "Progress and New Directions in Personnel Management," was issued 23 July 1975 (Tab I).

J. *Employee Responses to MAG Publicity Program.* In December 1974 MAG conducted a publicity campaign and received a number of suggestions and comments. At the same time, we had an updated employee bulletin on MAG issued. We took care of most of the employees' comments and queries directly. We sent you a summary of the campaign and also requested comments from the Office of Training and the Office of Personnel regarding specific suggestions or queries. We have received responses from the Office of Training and the Office of Personnel. (Tab J).

K. *MAG's Proposed Agenda Items for DCI's Meeting with Deputy Directors.* The DDA informally suggested that MAG might be interested in submitting some proposed agenda items for the conference you had planned with your Deputy Directors regarding the management of CIA. The suggested items we sent to the Comptroller concerned the balance of line and staff, an information bulletin for employees, substantive requirements and resource allocation, training for senior management, and

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finished intelligence feedback. Additional items may be presented before the meeting is held.

3. During the reporting period, MAG also was involved in the following activities:

A. MAG sent representatives to speak at presentations of the Senior Seminar and Midcareer Course to explain the purpose of MAG and to receive feedback from attendees of these courses. MAG intends to make this a regular practice and has made the necessary arrangements with OTR.

B. MAG attended a meeting with the Directorates' MAG's and agreed to send them our monthly business agenda to avoid duplication of effort on problems of common concern. We are also sending them a copy of this report.

C. MAG sent an informal memo to the DDA advancing a suggestion we had received from the DDO MAG regarding expansion of the program on Women's Safety. The DDA responded affirmatively.

D. Based on a suggestion from a MAG member, we queried the Office of Security regarding the status of briefings/clearances for GSI and GSA employees. The Office of Security conducted a survey and subsequently sent a memo to the DDA suggesting that briefings be given to certain categories of employees. The DDA endorsed this suggestion and MAG recommended that a notice be circulated to employees on this subject.

E. MAG was requested to look at voluntary separations from the Agency to determine whether there might be a serious "Brain Drain." As it happened, the Office of Personnel had separately studied this problem and provided statistics showing that voluntary separations were not creating significant problems for any Directorate.

F. During last year we were briefed at our monthly business meetings by the following offices: Office of Training, Comptroller, IC Staff/Product

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Review Division and the Office of Personnel. MAG continued with monthly business and dinner meetings (in April, these were changed to lunch meetings). Senior Agency officers continued to speak at the dinner/lunch meetings. The speakers, in order of appearance were, Messrs. Nelson, Kane, Proctor, Isenstead, Cary, Warner, Blake, Thuermer and General Wilson; also Messrs. Carver and Knoche. In addition, meetings were held with you to discuss topics under MAG's consideration and subjects of an *ad hoc* nature.

G. MAG endorsed an Office of Medical Services idea that the OMS paper, "Introduction to Drugs of Abuse," be distributed to all employees.

H. MAG discussed with you possible CIA participation in the bicentennial celebrations and suggested that CIA participation be limited to in-house participation.

I. We discussed your memo of 31 October 1974 entitled "Fighting Inflation." We noted that significant additional savings would only come from selective cuts in programs, an area requiring substantive review to a degree which would make it impractical for MAG consideration.

J. In an informal dinner discussion with Mr. George Cary, the Legislative Counsel, we stressed that employees should be better informed via Agency channels on events affecting Agency interests which were going on at Capitol Hill. As a result, "Congressional Proposals on Covert Action and Legislative Oversight" was published as an employee bulletin.

Management Advisory Group

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8 April 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: New Procedures for Evaluating  
Research Proposals

*Introduction*

1. Should the Agency spend \$4,844,763 for the University of Wisconsin to do "an applied system study of world climate variation in relation to food production?" Should we give Professor Jacoby of M.I.T. \$600,000 to develop a world energy model? These kinds of proposals—of which there are dozens every year—each suggest sponsoring development of a technique to estimate numbers we want to know, from data we do know or are willing to assume.

2. The review process for each proposal is sometimes complicated. A DDI analyst may, for example, suggest that a research contractor should be hired to do something. The analyst can then either ask the Office of Research and Development (ORD) to pay for the venture, or can request DDI funds. In either case, the request filters upward through layers of management until one directorate ultimately pays or says no. Alternatively, high-level management in the DDS&T can initiate a proposal which may then be reviewed by DDI officers. There is no single channel for all proposals, and there need not be.

3. Usually the right people see and comment on each proposal, but often *no one ever learns what the contractor will do, or how his work will be evaluated.* In particular, the Agency paid roughly \$50,000 for the University of Wisconsin to write a proposal on forecasting food supplies. Now any of several officers

in the DDI and the DDS&T can encourage or discourage spending five million dollars as the proposal recommends.

4. To determine what the university would do with the money, one reads on page 40 of the proposal that "... the primary aim of this proposal is to be able to predict the world's food supply . . ." What does this mean? Will we get forecasts of each country's grain and livestock outputs? Apparently not, since on page 20 we learn that the "climate/food system" will be "disaggregated no farther than is absolutely necessary to obtain a good simulator of its performance. This means that disaggregation in the Climate/Food Simulator to be developed will stop well before the level of chloroplast physiology, even well before the levels of individual crop plants and individual fields."

5. If the Climate/Food Simulator will not predict grain production, then what will it do? What policies will the study evaluate? The answer may well be that the study will be a systematic interdisciplinary effort to solve vital nutritional problems bearing on national security. What nutritional problems? This sort of question/answer game can continue through endless meetings and memoranda, and perhaps never be resolved.

6. The game continues because *we seldom ask the right questions*. By asking for research plans, proposals, and objectives, we elicit meaningless generalities.

#### *Recommendations*

7. Slight modifications of the contract proposal and review process could greatly improve its effectiveness. The Agency officers who first advocate funding a proposal should be asked to:

a. *Prepare a table of variables*. In no more than ten pages, this table would summarize what the proposed research would accomplish. For example, rather

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than saying that a study's primary aim is to predict the world's food supply, one could say that the study will predict for the next four years the time series on Soviet grain production found on page 323 of the *National Economy of the USSR, 1972*. If this prediction is to be linked to policy variables such as the US price support for domestic wheat production, then the policy variables should also be identified precisely.

b. *Specify a benchmark against which the new estimating technique will be compared.* Anyone can forecast, so the chief research problem is to develop a technique that works better than known methods. The managerial problem is to determine whether additional accuracy is worth the cost.

Benchmarks usually exist or can be established inexpensively. In the above example, the University of Wisconsin method can be compared to the current Agency method for predicting Soviet grain production.

c. *Specify the performance criteria by which the new estimating technique will be judged.* Given a new technique and a benchmark, how will we determine which one is best? This is a difficult question, and one that deserves attention *before* we spend money to develop a method.

d. *Identify the Agency customers whom the new method would serve.* Potential customers should be told exactly what the method will do, and how it will be compared with alternative approaches. In particular, many customers want to know something about food and the weather. But who cares about Zambian production of sustenance units? If someone does care, why should he believe a University of Wisconsin forecast based partly on an extrapolation of tree ring diameters?

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*Summary*

8. The four major questions outlined above could be used in two ways, first for screening research proposals, and then for auditing results of research we fund. In any audit we should expect to find research efforts that failed because a contractor simply could not devise a better method to do a certain task.

9. But when we find a technique that has been developed but never used, we should ask why. Did we ever understand what the contractor would do? Did we determine which customers would use the technique's results? This sort of audit would help greatly in planning future research programs.

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20 June 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Proposed Handbook on Agency Management  
Processes

1. This memorandum responds to your request at our last meeting to provide you with MAG comments on subject paper. We should make clear at the outset that there exists within MAG some uncertainty as to the exact purpose and the intended audience of this paper. The comments that follow assume the ultimate intent of the paper is to provide a cohesive description of the Agency's management process to *all levels* of the Agency.

2. It is the general consensus of MAG that the Comptroller's draft is a solid attempt to reconcile the plethora of recent management initiatives and explain their interrelationships. It is particularly useful in that it provides a basic conceptual framework, a description of the major differences in the various Agency components' interpretation and implementation of the new management initiatives, and an identification of problem areas that need to be resolved.

3. MAG feels that the paper has two major shortcomings—it is too narrow in scope; and it is lacking in detail as to how these various initiatives provide a systematic and coordinated approach to the management of the Agency's activities.

4. It is our feeling that the scope of this paper should be expanded to recognize more clearly the Agency's role as a part of the intelligence community, and the impact that community programs have on Agency management. In the area of planning, for example, while we would agree that overall long-term planning for the Agency, per se, virtually nonexistent, there are numerous forums extant which do engage in out-year planning and significantly influence Agency operations and the allocation of resources, usually over a relatively long period of time. In view of their potential impact, they should not be ignored.

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5. Similarly, further attention should be given to the fundamental difference in orientation of production and processing activities vis-a-vis collection activities. This we believe may be one of the primary factors that has led to the different interpretations of the new management initiatives by the various Agency Directorates.

6. Finally, if indeed this paper is intended to serve as a handbook on the Agency's management process, as envisaged by MAG, a much more systematic and detailed exposition will be required. Too much effort has been devoted to justifying the environment as it exists; far too little has been devoted to such things as the purpose and goals of these various initiatives, the responsibilities of the various players, definitions and explanations of the various concepts in terms understandable by the layman, and detailed instructions and examples as to how these initiatives are to be implemented in a cohesive plan of action.

7. It is our firm belief that if Agency management, through whatever means, is to be effective and produce results, it must be by design—not by accident. The primary means to insure achievement of this goal is clear, concise communication of management's intent and expectations to all levels of the Agency. This in turn should insure the grass-roots support that will be required to make the Agency management process a viable and dynamic system. The Comptroller's paper is a good beginning—much remains to be done.

8. MAG will be happy to meet with you to elaborate on any of the points raised, if you wish.

#### THE MANAGEMENT ADVISORY GROUP



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12 July 1974

## A New Film On CIA

### Summary

The DDI Management Staff reviewed the Agency's existing "image" film, "A Need To Know" and conducted a series of talks with qualified employees. We have concluded that:

1. "A Need To Know" is out-of-date and too confined in subject matter.

2. There are good reasons for making a new film and the certainty that it too will become obsolete should not be a deterrent.

3. If a new film is made it should stress that (a) the government has a duty to maintain intelligence organizations to find out denied information about foreign developments affecting its security; (b) citizens of this country gain directly in terms of security and tax savings from the work of this Agency; (c) CIA is strictly accountable for its actions and expenditures; (d) the Agency is a four part organization with collection, analysis and support responsibilities; and (e) CIA is increasingly involved in new activities that are more acceptable to the general public.

4. The production problems and costs involved in making a new film are less than might be expected. A film comparable to "A Need To Know" in length and complexity could probably be produced in less than six months, for less than \$100,000 and with minimum interference with normal Headquarters activity.

#### I. Introduction

This paper addresses three questions concerning the need for a new indoctrination and orientation film on the Agency.

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1. Is there a need for a new film;
2. If there is, what should be its content; and
3. What costs and problems should be anticipated?

To respond to these questions this Staff began by reviewing the existing documentary film about the Agency, "A Need To Know." Produced in 1969, this film was classified Confidential, ran about 40 minutes and focused primarily on the activities of the Intelligence Directorate. The chief reactions of members of our Staff were that the film has commendable aspects but that:

1. It is overlong and overclassified for a film confined largely to the analytical work of the Agency;
2. It is dated by the portrayal of issues and incidents, some already *passé* at the time it was produced; and
3. It could have been improved not only by showing the work of the other three Directorates but by indicating the Agency's external relationships and responsibilities to the Intelligence Community, the President and the Congress.

We then proceeded with a series of interviews with employees who were in a position to respond to the three questions noted above either because of their experience with "A Need To Know" or because their current duties involve representing the Agency to outside audiences. These individuals were:

1. [ ] Executive Assistant to the Deputy Director and former member of the Advisory Committee on "A Need To Know";
2. Mr. George Carver, Deputy to the DCI for National Intelligence Officers;
3. [ ] of the Office of the Inspector General and former project manager of "A Need To Know";
4. [ ] of the Office of Training and principal Agency briefing officer for outside audiences;

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25X1 5. [ ] of the Office of the Comptroller  
and a drafter of the DCI's annual budget presentations to  
the Congress; and

25X1 6. [ ] of the Intelligence Community  
Staff (Congressional Relations) and a participant in "A  
Need To Know."

The views expressed below are largely the result of our  
conversations with these individuals.

## II. *The Need For A New Film*

Without exception, those interviewed were in favor of making  
a new film about the Agency suitable for general audiences. Their  
reasons varied from simply wanting a current replacement for "A  
Need To Know" to a deep concern about the Agency's image as a  
result of "Watergate" developments. Several persons commented  
that a new film would be consistent with the DCI's position on  
a more public stance for CIA.

When confronted with Mr. Colby's question about whether  
such films tend to become out-dated too quickly, most responded  
that this should not be a deterring consideration. The consensus  
was that the era had passed when the Agency could claim that it  
had "no public relations" and that making films about its work at  
six year intervals need not be considered an extraordinary expense.  
To protect the viability of such films it was suggested that the  
activities depicted focus more on the constants in the Agency's  
work and less on historical events. It was also suggested that  
a "modular" approach could be taken in producing the film which  
would permit the subsequent replacement of sequences showing a  
specific President or a CIA Director.

## III. *The Content of a New Film*

Five major themes emerged from our conversations about what  
might be included in a new film about the Agency. These were:

1. *The Need To Know.* Most agreed that the current  
Agency film had been on the mark in its assertion that any  
nation has an obligation to its citizens to be informed

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about all foreign developments that may affect their welfare and to maintain an intelligence organization to ferret out those facts about such developments which other governments would deny us. Both [ ] and Mr. Carver felt that this idea should be "up front" in any future film, that its legitimacy should be underlined and that the Agency should feel no need to be "defensive" about making this point.

2. *The Value of CIA's Work.* Several persons suggested that any new film should strongly represent the practical benefits to the public that accrue from the Agency's work. They offered the following examples: (a) the policy of Detente in general and the SALT agreements in particular which could not exist without the verification provided by intelligence; (b) the fact that the cost of national defense would be markedly higher were it not for the specific knowledge of foreign military capabilities which intelligence operations make possible; and (c) that the effectiveness of the US as a peacemaker in international disputes such as the Arab-Israeli confrontation would be considerably reduced without the clues to the ultimate interests of the contending governments which the Agency can often provide. [ ] in particular, felt that a strong case should be made for the Agency's work as not only cost effective but as a significant bargain for the American taxpayer.

3. *The Agency's Accountability.* Most of those interviewed believed that one of the Agency's major "image" problems was the impression that CIA is autonomous in the activities it undertakes and unlimited in its resources. They felt that any new film about the Agency should emphasize that its operations are directed by the President and the National Security Council; coordinated with the Departments of State and Defense and the other elements of the Intelligence Community; annually funded, regularly reviewed and ultimately controlled by the Congress. [ ] suggested that special attention be paid to the DCI's role as leader of the Intelligence Community, to the CIA's elevated but relatively modest place among all US intelligence elements and to the Intelligence Community Staff as a means of coordinating and consolidating the total US intelligence effort.

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4. *The Need to Show the Whole Agency.* There was unanimity among those interviewed on the necessity of depicting the work of all four Directorates in any future film. Some felt that an exposition of the basic organization, including the names of the Directorates, would do no harm in terms of security and would be beneficial in striking a posture of candor with the public. Others thought that a less explicit approach would suffice if it acknowledged that the Agency had components whose functional responsibilities were human collection, technical collection, analysis and support. All believed that another film which concentrated on how intelligence was produced, but not on how it was collected, would not "wash" with contemporary audiences. It was also noted that to be useful as a recruiting device, the film should show that there are at least four major types of careers to be pursued at CIA.

5. *The Changing Nature of the Agency's Work.* Another frequently mentioned subject in these interviews was the changing mission of CIA and that this fact could be publicized to the Agency's advantage. A new film could point out, for example, that (a) our human collection component is involved almost exclusively in information gathering—not covert action—and is increasingly concerned with issues like economics, international terrorism and the global trade in narcotics; (b) that technical collection has grown enormously in recent years and provides not only a vast quantity of high quality intelligence, but does so at far less risk of international confrontations; and (c) that our analysts, although still concerned with the political intentions and military capabilities of foreign powers, have moved from preoccupation with 'Cold War' issues to questions of international finance, energy supplies, agricultural resources, the use of the oceans and other questions impacting on world political stability.

In addition to these broadly shared ideas about the content of a new Agency film, several individual suggestions about the subject matter and format of this undertaking are worth noting. [ ] felt that the film should be designed for the widest possible use but should be restricted to about 15 minutes in length. His reasoning was that the normal classroom presentation at a college or high school or an after-dinner speech to a civic

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organization only allows for about 50 minutes. These audiences want a film, but they are most interested in time for questions to a live employee of CIA.

When told of [ ] suggestion for a 15 minute film, [ ] accepted his rationale but argued that there was also a need for the longer format to show to more studious academic audiences, to military reserve groups and other elements in the intelligence community and to potential employees needing a fuller view of career opportunities. [ ] suggested that if conceived and produced at the same time, the cost of producing two films instead of one might be well worth considering.

Finally, Messrs. [ ] all stressed the need for conducting some thorough "market research" with target audiences prior to getting underway with any new film. [ ] noted that an advisory panel of three academicians had been consulted before making "A Need To Know," but that they had not been very helpful. Nevertheless, one of the reasons why this film became so dated so soon was that it represented what people in CIA thought the public should know about the Agency, not what those on the outside actually wanted to know. [ ] suggested that determining what was wanted could best be accomplished by an independent market research team.

#### IV. Production Costs and Problems

[ ] the project manager for "A Need To Know," provided the most valuable information on this topic. Three documents from his files dealing with the organization of that project in the fall of 1968 are included at annex.

The costs of producing such a film are less than one might expect. "A Need To Know" was budgeted at \$68,000 in FY 1969 funds and, although the actual figure was not available from [ ] OTR or the Office of Logistics, all participants agreed that the total cost was about \$10,000 less than that amount. Assuming the same length of film, the cost would be considerably higher in FY 1975 or 1976, but probably still under \$100,000.

The chief difficulty in producing such a film is not in the shooting, but in agreeing on the script. This was accomplished

last time by giving the job to an independent contractor, [ ]  
[ ] after providing him with numerous briefings by  
those components of the Agency that were featured in the film.  
[ ] suggested that the same approach could be used this  
time and specifically recommended the re-hiring of [ ]-but  
only after a more detailed agreement had been hammered out about  
the content of the film by an Advisory Committee representing  
all components of the Agency. The script for "A Need To Know"  
took about one month to produce.

Actual production of the last film required about two months.  
The small professional crew was assisted by OTR representatives  
and no major problems were encountered. The impact on the normal  
work of the Agency was considered to be minimal. In casting  
the film, [ ] noted that care had to be taken of the  
cover status of the actors. Even though only DDI personnel were  
used as actors, their spouses were occasionally employed in  
another Directorate. [ ] thought that in any new film  
emphasis should again be given to including women and minority  
group representatives among the participants. [ ] on  
the other hand, reported that college groups and some other  
audiences reacted adversely to the high percentage of black faces  
in group scenes, contending that the Agency was making a contrived  
effort to show itself as an equal opportunity employer.

DDI Management Staff



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19 July 1974

MEMORANDUM FOR: CIA Management Committee

SUBJECT: DDI Management Staff's Paper on the Proposal  
for a New Film on the Agency

MAG endorses the excellent paper "A New Film on CIA?" written by the DDI Management Staff and has the following additional suggestions:

(1) Within the larger film, one or more substantive case studies (showing intelligence collection, analysis, and use by the policy making level) could be included, perhaps in the guise of a training exercise. For example, the props assembled for the well-received front corridor Cuban missile crisis display might be used in a section of the film which would purport to show photo interpreters being briefed/trained upon entering on duty. Or a case study of a narcotics intelligence collection/enforcement operation in Southeast Asia or the Near East might be presented as part of a seminar for narcotics operations officers.

(2) A classified version of the film (covering greater detail) might be produced at the same time as the unclassified version. This would be useful as part of Agency orientation courses as well as to show "official" visitors such as DIA and State Department officers.

(3) It might be useful to alert employees to the fact that management is considering doing a new film and soliciting contributions. Ideas for themes, case studies, and perhaps even some script writing talent might emerge.

(4) Two additional items might also be woven into the film:  
(a) cooperation with the Agency on the part of certain members of the academic world, and (b) career development of Agency employees (including the fact that some move on to other senior government jobs, such as Mr. Hyland, Director of INR).

THE MANAGEMENT ADVISORY GROUP

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Approved For Release 2005/11/23 : CIA-RDP80B01495R000900010001-4

19 July 1974

MEMORANDUM FOR: CIA Management Committee

SUBJECT: DDO Memorandums on Grades and Career  
Management of Agency Senior Secretaries

1. After review of the DDO's memorandums on Agency secretaries, MAG believes that he has presented a superb analysis of the existing secretarial situation and gives excellent recommendations for resolving a problem which permeates the *entire* Agency—the plight of the professional secretary. In fact, the study is so complete and thorough that there is very little MAG can add except that adoption of the recommendations would go a long way towards development of a truly professional secretarial complement for the Agency—removal of the static supervisor/secretary grade structure in favor of grading positions on the duties and responsibilities inherent in the particular job; and establishing a separate career service for senior secretaries, eventually GS-07 and above, which would foster improvement of skills, more adequate career counseling, competitive promotions, and more orderly assignment procedures, here and abroad.

2. MAG wholeheartedly endorses the findings and recommendations, and urges that the Management Committee seriously consider their adoption.

THE MANAGEMENT ADVISORY GROUP

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21 October 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT:                   Notifying All Employees on Matters of  
                              General Concern

After recent discussion with Mr. George Cary, the Legislative Counsel, the Management Advisory Group has learned that the Deputy Director for Administration is examining the feasibility of establishing a regular means for informing Agency employees about matters of general concern. MAG believes there is a critical need within the Agency for such a mechanism in order to maintain understanding and morale in the face of the continuing criticism and challenge from outside. In particular, MAG urges an all-employee dissemination explaining the purposes and nature of pending legislation relating to national security information and its control.

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22 November 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Agency Image

1. In response to your concern about the Agency's public image and its impact on recruiting, press coverage, and Congress, MAG has pursued the subject in interviews and discussions. Although much of the adverse reporting of Agency activities may subside in the post-Watergate period, MAG believes that the Agency must be more forthcoming in areas where public disclosures can be made without jeopardizing operations.

2. MAG has found some examples of activities which could be judiciously publicized and which, we believe, would reflect credit on the professionalism and imagination of Agency personnel. They appear to fall generally into two areas: intelligence reports (including cartographic materials) for areas where travel is limited and published information lacking; and technological innovations where the Agency has been instrumental in developing new collection, processing or analytical techniques.

3. Examples of intelligence reporting which might be considered for broader public dissemination include:

—Basic economic facts and cartographic materials such as the "China Atlas" prepared for President Nixon's trip to the PRC. This is regarded by some as the finest document of its kind in the public domain.

—Release of Soviet, East European, and China base maps which are unclassified but not available to the public.

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—Release of portions of economic handbooks on denied areas for use in the academic and research community where details will not compromise sources.

—Informational statements on current topics especially designed for wide dissemination in Congress. The purpose of such reports would be to raise issues rather than predict outcomes.

4. MAG believes that political and biographical assessments are generally less in demand and may create more than smooth controversy on the Agency's views. Similarly, military evaluations probably would compromise sources and methods and are best released through declassified Congressional testimony.

5. Examples of technological innovation in which the Agency has played an important role must be carefully chosen and will consist primarily of historical summaries or, perhaps, current systems with non-military applications.

—The growth of food supply forecasting as an example of the policy support role played by the Agency could serve as a theme for an article or briefing.

—A description of intelligence data handling and retrieval techniques, as well as new, miniature data storage designs will appeal to certain audiences.

6. Once again, MAG recognizes that careless handling of such issues could do the Agency more harm than good, but knowledgeable individuals may be able to propose constructive ways to publicize such activities and should be able to propose additions to this list of examples.

7. In addition to DCI briefings and the selected release of materials, MAG urges that the Agency con-

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tinue its more relaxed policy with regard to overt Agency personnel publishing in professional journals. It might be desirable to admit Agency affiliation for the writer but include the "official view" disclaimer. Such a policy permits research personnel in some areas such as economics to serve a tour in the Agency and still maintain professional visibility through publications. Because this is an important consideration in returning to the academic world, recruiting in universities may be facilitated.

8. MAG also recommends that the Agency public relations office be expanded somewhat. There are limits to what two men can do and if the Agency is to take an initiative in searching for ways to improve its public image, it will take time and additional personnel to do it.

MAG

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2 June 1975

MEMORANDUM FOR: Secretary, CIA Management Committee

SUBJECT: Agency Image

1. The Management Advisory Group endorses the conclusions and recommendations contained in the recent survey by OTR's Center for the Study of Intelligence concerning Agency activities contributing to public understanding of intelligence and the CIA. This material was provided for our review by the Deputy Executive Secretary, [redacted] who took note of our concern about the Agency's public image as expressed in a memorandum to the Director last November (attached).

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2. The MAG continues to believe that there is a need for a somewhat expanded staff having central responsibility for the Agency's public relations. Such a group would be in a better position to:

- a. Develop initiatives and to staff out, obtain approval for, and subsequently implement recommendations such as those made by the Center.
- b. Serve as a central point for the identification of appropriate Agency spokesmen to address outside groups on particular issues.
- c. Serve as an identified point of contact for employees who may have creative suggestions with regard to improving public understanding of the Agency.

In our view, this staff could also be used for a more focussed effort to quickly provide the Director with the

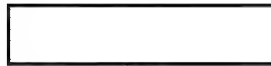
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necessary information to decide whether a public response  
should be made to specific allegations in the media.



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THE MANAGEMENT ADVISORY GROUP

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Attachment  
as stated  
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24 January 1975

MEMORANDUM FOR: DCI

SUBJECT: Annual Personnel Plan and Personnel  
Development Program

1. MAG has reviewed the Office of Personnel memoranda setting out instructions for the collection of information on the Annual Personnel Plan and the Personnel Development Program and has discussed these plans with representatives of the Office of Personnel.

2. We note that you made mention of the Annual Personnel Plan and the Personnel Development program in your employee notice, "Integrity of the Merit System." We also note that the Mid-Career course includes a section on these plans. However, it is MAG's opinion that the existence and ramifications of these plans seem to be known to only a limited number of managers and very few employees.

3. MAG suggests that additional publicity be given to these plans. We think it would be useful if you would issue a status report on the utility of the Annual Personnel Plan as a management tool, citing specific examples of how you and your managers use it. For those Directorates which have not disseminated information on these programs, we suggest they be required to do so. Where appropriate, we think each Directorate should devise effective ways of explaining the Personnel Development Program to employees to broaden understanding and support of it.

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24 January 1975

MEMORANDUM FOR: DCI

SUBJECT: Internal Communications: Proposed Newsletter and  
Support Bulletin

1. Over the years various MAG's and management have discussed the advisability of issuing a regular newsletter to all employees. To date, this idea had been rejected by either MAG or management.

2. The current MAG believes that a newsletter *would* be useful and would like you to take a fresh look at this subject. MAG believes that a newsletter is necessary for the following reasons:

a. Many employees in the Agency, especially in support/service positions, need to be reassured that they are contributing, in one way or another, to the important work of the Agency. Rarely seeing the results of their labors, they need to have some feedback from consumers, both internal and external. We see the newsletter as an excellent forum for occasional feedback from consumers; FBIS, for example, in its newsletter lets its employees know when the State Department makes a point of citing its product.

b. Many items on your bulletin board are of significant interest and deserve wider distribution. We are thinking particularly of the letter the President sent to you last fall which set out our obligations in the intelligence field.

c. As is obvious from our observations and some response to the MAG publicity campaign, there is a good deal of confusion about many administrative matters. Because some offices do not hold regular staff meetings, some offices regularly exclude non-professionals from same, and administrative "facts" get garbled before they reach employees, it would be useful to have all administrative policies spelled out in print, along with the appropriate number to call should an employee have questions.

3. Regarding topics for inclusion in the newsletter, we suggest the following:

a. Summaries of DCI speeches. This would include speeches to groups outside the Agency as well as those made periodically to employees in the auditorium.

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- b. Routine administrative matters.
- c. Organizational changes, such as the merging or abolition of offices/ functions. This should include the reasons behind the change, not just an announcement that a change has been made.
- d. Announcement of significant awards by the Honor and Merit Awards Board, including when security permits, the reasons for the award.
- e. Announcement of awards by the Suggestions Awards Committee, including when feasible, follow-up studies on the utility of a particular suggestion.
- f. Feedback from consumers, when security conditions permit.
- g. EEO development, perhaps including biographies of minority employees who have achieved certain levels.
- h. Training opportunities, particularly in external institutions. Also, employees should be informed of necessary qualifications and nominating procedures.
- i. Articles on retirees who found satisfactory outside employment in a second career.
- j. Description of MAG activities, both the DCI MAG and the directorate MAG's.
- k. Reaction of summer employees and interns to CIA employment.
- l. Legislation which affects the Agency, especially the proposed amendment to the National Security Act of 1947.
- m. Management. Explanation of trends or new concepts in Agency management such as Management by Objective, the Personnel Development Program and the Annual Personnel Plan.
- n. Current interest articles, such as what the Agency is doing in particular areas, such as international terrorism and economic intelligence.
- o. Future trends, including what changes management anticipates in the Agency and insight into what skills will be needed by the intelligence community in the future.
- p. Vacancy notices.

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4. A newsletter would also provide a forum for feedback from employees to management. (This is a subject raised by an employee in response to MAG's publicity campaign). Also, employee comments could be solicited on topics of priority interest, such as economy measures. There could be a letter to the editor column and the newsletter could run an occasional attitude survey if the DDO finds that the one it recently conducted is being helpful to management.

5. We are aware of the possibility that the contents of a newsletter, if surfaced in the press, might be used to embarrass the Agency. However, we think that this is a risk worth taking. We are also aware that security considerations will preclude many items, especially DDO events, from being included. However, we think that DDO employees, both here and in the field, are interested in what is going on in the rest of the Agency and would be avid readers of the newsletter whether or not it included DDO activities.

6. We suggest that the newsletter be issued on a bi-monthly basis.

7. In addition to the newsletter, we suggest that the Support Bulletin on employee benefits, which was last issued in January 1967, be updated and published. Inflation, and other developments, have made the facts and figures in the bulletin very much out of date and there is definitely a need for this type of publication at this time.

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28 February 1975

MEMORANDUM FOR: DCI

SUBJECT: Progress Report on "New Approaches to Personnel Management"

Sometime during FY 1975 it might be advisable to issue a progress report to all employees on the results of the "New Approaches to Personnel Management" which were spelled out in an Employee Bulletin dated 1 April 1974.

There is a good deal of employee interest in this subject and employees would like to know how their directorates, and all directorates for that matter, are responding to your instructions. To simplify matters, it might be useful to issue the progress reports on a piecemeal basis; for example, a paper on rotational assignments might be a good starting point.

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# EMPLOYEE BULLETIN

No. 457

23 July 1975

## PROGRESS AND NEW DIRECTIONS IN PERSONNEL MANAGEMENT

More than a year ago, we adopted a program to achieve greater uniformity of personnel management within the Agency while retaining for the directorates the flexibility necessary to meet their own unique personnel requirements (Employee Bulletin No. 397 dated 1 April 1974). Since that time, much work has been done in preparation of a personnel system that will assume greater importance to you as it evolves. I asked for a report of progress after the first nine months and the findings are of interest to all of us.

In April 1974 I listed six actions to be implemented; the following tabulates each action and its status:

<u>ACTION</u>	<u>STATUS</u>
a. Consolidate the 23 Career Services into 5.	Done.
b. Assign each Deputy Director and the senior representative of the Executive Career Service responsibility for implementing the specified 16 point personnel program.	Each has published a handbook on personnel management for the information of supervisors and employees.  Each now has boards and panels to undertake competitive evaluation of employees.

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ACTION

STATUS

Designated counselors and boards/panels have provided career-related counseling, on the initiative either of the counselor or of the employee, to more than 5,000 employees; these sessions have ranged from relatively brief discussions about specific problems to more lengthy sessions concerning the future career of the employee.

The newly consolidated Career Services have completed reviews of personnel practices and are moving, as they have described in their handbooks, to create greater internal uniformity of procedures and criteria relating to competitive evaluation and promotion.

Actions taken on the remaining responsibilities have been described in the handbooks, supporting notices and regulations, and procedural guidelines.

- c. Adopt new statement of Agency personnel policy and revise the appropriate regulations.

Done: ☐ and related regulations in Personnel series.

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- d. Publish Agency personnel objectives.

Done: ☐

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- e. Establish the Supergrade Review Panel.

Done.

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ACTION

STATUS

f. Office of Personnel review occupational and qualification recording systems in an endeavor to create a more precise system to identify groups of employees with common occupational or functional specialties that will allow a greater opportunity for employees to compete for available vacancies.

A system has been devised for the identification of such "affinity groups," as the need arises, through the joint cooperation of the Office of Personnel and the Career Service concerned.

The personnel system administered by the Career Services places an emphasis on performance and achievement by the individual employee. This is essential if we are to fulfill our substantive objectives, so important to national security. To maintain and further strengthen this emphasis on performance and achievement, the personnel system must produce mutual confidence between employees and managers. To this end, personnel goals have been published in regulations and in bulletins, and I have asked the Deputy Directors to ensure the most full and continuing communication with you concerning the implementation of changes in personnel policy.

**FUTURE DIRECTIONS FOR PERSONNEL POLICIES AND PROCEDURES.** The changes in personnel policies that have been set in motion require continuing assessment and sometimes modification. As the directorates have proceeded to consolidate their own personnel systems and to publish their personnel handbooks, it has become evident that some of the differences in procedure among directorates are not necessary and that additional Agency-wide standardization may be advisable. We are looking into these with the help of the Office of Personnel to assist the directorates in taking the necessary actions.

The Categories Used for Ranking of Personnel

The ranking categories specified in each Career Service Handbook play an important role with respect to decisions for career development, assignments, promotion, and retention. At present, the description of ranking categories varies among directorates, as do the procedures for determining which category an employee fits into. We will move now to greater standardization.

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Involuntary Separation

The Agency is a dynamic organization which, over time, may need to reduce further or may no longer require certain functions or occupational skills. Even under circumstances of reduction, it needs to maintain a certain level of entry of young professionals so that its future effectiveness is not foreclosed.

It is important to maintain the distinction between the separation of employees by "surplusing" and by "selection out" through competitive ranking. I am requiring the Deputy Directors to pay special attention to the separation of employees under each of these circumstances.

In the event of the elimination or major reduction of a function or of a requirement for an occupational skill, an employee may be declared surplus who may be a solid performer but is in fact surplus to the needs of the Agency. Procedures exist to attempt to place the employee elsewhere within the Agency. Should separation as surplus nevertheless result, it should carry no stigma of poor performance; competitive performance is not the determining factor.

"Selection out" by competitive ranking is the termination of employees whose performance and potential are low in comparison with other employees of the same grade and occupation. Competitive ranking leads to the identification of a designated percentage of low-ranked employees (within a Career Service as a whole) who are to be counseled and given as much opportunity as possible to improve their performance. The procedures followed, however, should not protect the poor performer at the expense of the good performer. In fact, early departure from an inappropriate job is frequently a blessing, leading to a more fulfilling career in a more appropriate job elsewhere.

Specialists and Generalists

Competitive evaluation systems elsewhere in government have encountered problems when the same panels rate generalists and specialists. If preference appears to be given to generalists by the panel, specialist training is viewed as limiting opportunities for advancement, and employees are discouraged from acquiring specialist skills needed by the organization. Comparatively few panels in the Agency consider such mixes of generalists and specialists, but when this becomes a problem,

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it may be necessary to establish sub-panels for specialists or to develop affinity groups within directorates for specialists.

*The Responsibility for Promotion Recommendations*

Under the evolving competitive evaluation system, both the supervisors and the boards/panels should have responsibilities in the promotion area appropriate to their roles. The supervisor should retain a responsibility to initiate promotion recommendations, but it should be shared with the boards/panels. While a supervisor may initiate a promotion recommendation *through* the appropriate board/panel, which should attach its own recommendations to the Head of the Career Service, the board/panel should also be authorized to initiate promotion recommendations on its own.

*The Role of APP and PDP*

The Annual Personnel Plan (APP) and the Personnel Development Program (PDP) may not yet be familiar names to some of you, but they already are playing a role in personnel decisions that affect all of you. The APP is designed to focus the attention of senior managers on the development of personnel management plans in their respective areas of responsibility. It is prepared on a fiscal year basis and reports on important areas of concern, including but not limited to expected separations, goals for accessions, promotions and training, and the EEO program. The APP provides an evaluation of accomplishments toward previously established goals and reports personnel management targets for the new year. I personally review the APP with the Deputy Directors each year.

The Personnel Development Program (PDP) forms the planning basis for the career management and development system. Part I, Executive Level Development, is prepared annually to cover three-year periods and identifies expected executive level vacancies, candidates for the vacancies, and those GS 13-15 officers judged to have the potential for assignment to executive level positions. It also reports the individual developmental training and special assignment plans for these officers. I also personally review the PDP with the Deputy Directors concerned.

Part II of the PDP requires the preparation of Developmental Profiles which are the general assignment and training patterns for each

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of the significant professions or disciplines within a Career Service. They will provide basic guidelines against which the accomplishments and experience of individuals associated with a particular discipline can be evaluated in terms of their progress and personalized plans for their development. These profiles are scheduled to be completed soon and will be made available to all employees, supervisors, and Career Service boards and panels.

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I would stress to you the evolutionary nature of any personnel system. We learn by our successes and our failures. I shall look to the Deputy Directors and to the Director of Personnel to assist me in the evaluation of personnel management in the Agency. As we make more extensive use of the new procedures and evaluate them, we shall discover areas where improvement is desirable. We hope also to receive employee suggestions and comments to help in this process. We shall continue to work toward a system that serves both the interests of responsible management and the interests of employees who aspire to develop to their full potential.

DISTRIBUTION: ALL EMPLOYEES

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### **Employee Suggestions Submitted During December 1974 MAG Publicity Campaign and Resulting Actions**

That the Agency offer greater opportunities for employees to advance their skills and knowledge, for example, through short lectures, mini-courses that could be attended during office hours without excessive interference with normal duties.

The Director of Training responded with a summation of opportunities now available, some of which come close to the employee's idea. OTR plans to expand its self-study program.

That certain administrative brochures were of questionable value and in an inappropriate format and that these publications failed to identify originating office.

The DDA responded with its evaluation of the publications in question and noted that a commendation had been received from the Civil Service Commission on one of them. MAG suggested that administrative publications should carry an identification of the issuing office with an address and telephone number.

That CIA adopt fiscal year as the annual leave year.

MAG determined that the Civil Service Commission defines the fiscal year and that this suggestion was not feasible at this time.

That greater efficiency be shown in handling insurance claims.

The DDA has taken steps to deal more effectively with the claims backlog.

That an affirmative action program be designed to reach all employees periodically to solicit ideas, check morale, anticipate problems, encourage pride, etc.

Discussed with employee the various means available to employees to put forward their ideas and suggested that thrust of the Agency's policy is to foster communication.

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That there be a correction in maldistribution in the supergrade structure.

Determined that OMB decides the overall supergrade ceiling for the Agency and that the DCI distributes them on the basis of recommendations of the Office of Personnel Position Management and Compensation Division.

That the Agency participate in the experimental four-day week program.

Informed employee that [ ] was revised in 1973 to allow nontraditional work schedules where useful. MAG considers that four day week impractical for the Agency in general.

That CIA produce a daily five-minute radio program of unclassified intelligence for public education.

MAG forwarded this idea to the Suggestion Awards Committee.

That MAG study the possibility of greater career opportunities for clericals.

The DDA responded to our query on this subject with a memorandum on upward mobility.

That parking spaces be allocated on various different bases.

MAG declined to address this problem as outside its purview.

That MAG look into the Agency personnel rotation system.

MAG suggested to the DCI that a status report on "New Approaches to Personnel Management" would be useful with particular reference to rotational assignments.

That time-in-grade requirements for promotion be eliminated.

MAG informed employee that guidelines, not restrictions, exist.

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28 February 1975

MEMORANDUM FOR: DCI

SUBJECT: Employee Responses to MAG Publicity Program

As a result of the publicity program on MAG which took place in December 1974, we have received quite a few comments from employees. Many of these were queries regarding administrative matters; these we responded to by telephone. We sent some employee responses to the offices concerned, for example, a complaint about the tardiness of processing insurance claims went directly to the DDA and a suggestion regarding FOIA procedures directly to that office.

Suggestions regarding programs or policies, we believe, should be more properly sent to the responsible office via your office. We have therefore attached items for consideration by the Office of Personnel and the Office of Training. If you approve of this procedure, we would appreciate your forwarding the attached, noting that MAG would appreciate a response at their convenience.

Since many of the responses pertained to administrative matters, we suggest that a greater attempt be made to provide employees with a telephone number to call at the time administrative policies are announced. For example, an "action line" which would provide answers regarding the rationale for parking permit distribution would be very welcome.

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28 February 1975

MEMORANDUM FOR: Office of Training

As a result of the MAG publicity campaign in December 1974, we received the following suggestions from an employee: "Mini-courses in Headquarters building, to allow attendance by all levels without job disruption. Include language training as well, an area in which we are woefully weak."

MAG has the following comments on the above: A MAG member called the individual who submitted the suggestion, noting that it would be passed on to OTR. MAG suggests that OTR consider conducting a survey among employees to see how widespread the above need is. Perhaps offices could be polled as well to see if they have need for tailored part-time courses which could be created by OTR. MAG can visualize, for example, a good deal of interest in short presentations in all Agency buildings on MBO, particularly as it applies to the Intelligence business.

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28 February 1975

MEMORANDUM FOR: Office of Personnel

As a result of the MAG publicity campaign in December 1974, we received the following suggestion from an employee: "A track system which affords upward mobility from clerical through para-professional to professional, based on performance."

MAG has the following comments on the above: A MAG member called the individual who submitted this suggestion, noting the existing programs in the DDO, DDI and NPIC. (MAG received help from the Office of Personnel in coming up with this information.) MAG believes there is a good deal of ignorance about these programs, especially among those for whom the programs are intended, and suggested that the Office of Personnel issue an employee notice describing the existing upward mobility programs and any planned for the future. For those who wish more information, telephone numbers should be included. It might also be appropriate to mention that career counseling and vocational testing are available for those who are unsure about whether they are in the right jobs for their talents and ambitions.

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8 April 1975

MEMORANDUM FOR: Management Advisory Group

THROUGH: Deputy Director for Administration

SUBJECT: Management Advisory Group Training Suggestion

REFERENCE: MAG Memo 75-1559, dtd 28 Feb 75

1. In response to the employee suggestion received by MAG for offering "mini-courses" and MAG's suggestion for conducting a survey to determine the need for such courses or tailored part-time courses, we wish to offer the following comments on the opportunities now available for such study.

A. Agency Off-Campus Program

Participation in the Off-Campus Program has increased significantly. There were 549 registrations for 30 courses and a tuition expenditure of \$38,450 for the fall semester 1974. The spring semester 1975 has 385 registrations for 21 courses and a tuition expenditure of \$26,400. The average grade of participants is 8.2 and for the spring semester 1975, 49 percent of the participants are women.

B. Part-time Language Training

Part-time language training is given both at the Chamber of Commerce Building (C of C) and at Headquarters. Presently at C of C there are 25 part-time classes with 38 students in 13 languages, and at Headquarters there are 37 classes with 192 students in five languages. The Before and After Hours Language Training Program (BAHLT) was terminated in June 1974 because of a 60 percent drop-out rate and the yield from the program was not cost-effective. The Off-Campus Program offers language instruction.

C. Self-Study Program

The OTR Media Center, open all hours and located in GJ-68 Headquarters, provides the facilities and training materials for the



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OTR Self-Study Program (video and audio) and the OJCS Self-Study Program (video and audio). The OTR program contains some 23 courses in the fields of MBO, management, supervision, speed reading, etc. In addition, the language laboratory offers employees the opportunity to learn a new language and to maintain or improve their proficiency in over 30 languages. The OJCS program consists of 52 video courses, 19 audio courses, and 13 videotaped lectures in EDP.

D. Guest Speaker Program

The Guest Speaker Program held in the CIA Auditorium begins in October and continues on a regular monthly basis through May. During the year over 3,000 Agency and Community personnel hear eight outstanding speakers from government, business and the academic community discuss such wide-ranging topics as science and technology, international economics, and foreign affairs. Each presentation is videotaped in order that interested employees who can not attend the presentations or wish to re-examine the presentations can view them at a later date.

E. The University of Maryland Instructional TV System

Negotiations continue with the University of Maryland for installation of an instructional television system. It will afford Agency employees the opportunity of taking courses for credit or audit via TV in engineering, science, and management subjects in the Headquarters Building.

F. Component Conducted Training

Components other than the Office of Training conduct on-the-job programs and formal courses and seminars to meet a wide range of specialized requirements. Courses range in length from two hours to 848 hours. During Fiscal Year 1974, nineteen Agency components, representing all Directorates, conducted 1,001 runnings of 255 courses for  students.

G. MBO Training

We have, upon request, provided short, tailored courses on MBO for individual components at their facility. MBO is also being

covered in the Fundamentals of Supervision and Management (FSM) course. As stated earlier, MBO is available in the self-study program. Presently we are designing a special MBO course which can be tailored to meet the requirements of components in each of the Directorates. September 1975 is the target date for the first running of this new course.

2. Most of the above mentioned programs are described in detail in the current OTR Catalog which is available through all Agency Training Officers.

3. With the existing wide range of training opportunities available to Agency employees, plus the planned expansion in the self-study programs, and MBO Agency-wide training, the proposed Maryland Instructional TV System, the additional training requirements stemming from the Annual Personnel Plans (APP) and Personnel Development Programs (PDP), the Office of Training resources are being taxed to the fullest. We are not able to handle an additional program as suggested but feel that many of the above mentioned activities contribute to the suggestor's ideas. We are grateful for the suggestor's interest in training and welcome ideas for improving our overall training effort.

Alfonso Rodriguez  
Director of Training

Distribution:

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2—DTR

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MEMORANDUM FOR: Management Advisory Group

VIA: Executive Secretary

SUBJECT: Upward Mobility Programs

REFERENCE: Memo for OP fr MAG dtd 28 Feb 75

1. Consideration has been given to the suggestion in reference memorandum for the issuance of an Employee Bulletin advising of the existence of upward mobility programs in the Agency, to include any in the process of development. For the reasons cited below, we do not believe an Agencywide notice or bulletin is appropriate in this instance.

a. Formal upward mobility programs are in effect only in the DDO, DDI and the NPIC Office of DDS&T, though there are small one- or two-position pilot programs in several other Offices of DDS&T and in the Office of Logistics, DDA. There is sufficient difference between the design of the various programs and the processes involved in them to make it impossible for an Agency notice or bulletin to convey the intent, scope and details of each operation.

b. The existing programs are designed for a specific Office or Directorate and there is no intent at this time to make them available to personnel outside the sponsoring Career Service or Career Sub-Group. It is not expected new programs would be designed on any different basis.

c. Information on the current programs has been published within the Office or Directorate concerned. The DDO program is described in [ ] dated 27 May 1970. We are advised the processes in the program have been somewhat changed and a new Instruction is being developed. The DDI published the details of its program in [ ] dated 25 September 1974, and has also included comments in

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its Personnel Handbook. NPIC published [redacted] dated 26 March 1974, which described its Director's Position Opportunity Program.

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d. Information concerning the employee counseling services, including career counseling, available in the Agency and in the respective Directorates has been included in the Personnel Management or Personnel Handbooks recently published by the DDI, DDS&T and the DDA. The DDO counseling services are described in [redacted] Career Counseling. "Visible" counseling services are a direct responsibility of the Deputy Directors as one of the Sixteen Points outlined in the New Approaches to Personnel Management.

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e. There is one other Agency personnel management program which, while not an upward mobility program as designated in the Federal Government, will provide a description of career progression in the various professional disciplines of the Career Services. Part two of the FY 75 Personnel Development Program requires the preparation of Developmental Profiles, to include training and assignment, for the significant professional groups. These "Profiles" are due to be completed by the end of this Fiscal Year and should be published by the Directorates soon thereafter. They will be available to employees, supervisors and Career Panels and Boards for use in monitoring employee development and career progression. They should satisfy the latter part of the employee suggestion cited in the MAG memorandum.

2. If the Management Advisory Group finds that the individual employees are still not aware of the job opportunities or counseling services available to them in their Offices or Directorates, it may be appropriate to ask that these individual components make a further effort to bring such matters to the attention of their personnel. We do not believe more published notices or bulletins would serve the purpose. However, Career Services and Career Sub-Groups have been asked by the Director, through the medium of the Annual Personnel Plan, to insure there is an expansion of "group communications," i.e., Office level meetings for all personnel. These meetings offer management the forum to explain their

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personnel management philosophies and policies and to again  
identify for their employees the career development programs  
and services available to them.

F. W. M. Janney  
Director of Personnel

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# EMPLOYEE BULLETIN

No. 429

26 November 1974

## THE CIA MANAGEMENT ADVISORY GROUP

1. The CIA Management Advisory Group (MAG) was established in June 1969 to provide assistance to the Director of Central Intelligence by identifying and making recommendations on issues and problems affecting Agency personnel and operations. MAG is not in any way a replacement for the command and staff channels available to the Director and his top management and has no formal guidelines or production responsibilities. It is free to meet as often as it wishes, take up any subject, and request any materials needed for its work. MAG reports to the Director through the Deputy Executive Secretary who also serves as its adviser. In addition to MAG, there are management advisory groups within each directorate. MAG concentrates on matters of concern to employees in all directorates and keeps abreast of the activities of the directorate management advisory groups to avoid duplication of effort.

2. MAG is composed of 14 officers who serve a one year tour. There are three members from each directorate and two from the DCI area. Members are chosen from among employees in ages 30 through 45 and in grades 12 through 16. Tours are staggered to ensure continuity of effort and expertise. If you wish to serve on MAG please contact your directorate career service management officer. Members are expected to attend meetings regularly and to participate actively in the administrative and substantive aspects of MAG.

3. The following is a representative sample of the activities in which MAG was involved during FY 1974:

- a. MAG wrote a memorandum to the Director noting that some employees received no feedback after applying for a job

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vacancy, and suggested that the Office of Personnel or directorate personnel officers provide written notification to all applicants when the position has been filled. The suggestion was approved.

b. MAG conducted a survey of the Suggestion and Invention Awards Program and wrote a memorandum to the CIA Management Committee stressing both the strengths and weaknesses of the program. MAG also stressed that the program's ultimate success depends largely upon support from top and middle management. Management considered the survey to be of such value that it was summarized and disseminated in December 1973 as a DCI memorandum to all employees.

c. MAG submitted 18 specific recommendations to the Personnel Approaches Study Group which was developing an over-all Agency policy on personnel management. The input from MAG and the directorate-level management advisory groups contributed to the "New Approaches to Personnel Management" enunciated by the Director in Employee Bulletin No. 397 dated 1 April 1974.

d. MAG suggested to the Management Committee that GSA employees be given increased recognition. This resulted in an open house for GSA employees and the dissemination of information to Agency support officers about the contributions made by GSA employees.

4. Although MAG generates many of the subjects it considers, it needs input from Agency employees in every component and at every level. Ideas and suggestions should be on general topics that would improve the Agency's overall performance. (MAG is not the appropriate body to hear personal employee grievances since procedures for their adjudication already are established.) If you have an idea or suggestion that you wish MAG to consider, please either send it to MAG or call extension  to obtain the name of a MAG member so that a personal meeting can be arranged. A tear-off portion of this notice is provided for your convenience. All contributions will be seriously considered and kept confidential to the extent the contributor desires.

DISTRIBUTION: ALL EMPLOYEES (1-6)

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\_\_\_\_\_  
(Classify if applicable)

MAG  
Executive Registry  
7-E-12 Headquarters Building

\_\_\_\_\_  
Date

\_\_\_\_\_  
First Name Only

\_\_\_\_\_  
Extension

\_\_\_\_\_  
(Classify if applicable)



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